

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 21, 2016
FROM:	ART ZUIDEMA CITY MANAGER
SUBJECT:	LONDON'S COMMUNITY ECONOMIC ROAD MAP- FIRST YEAR UPDATE

RECOMMENDATION

That, on the recommendation of the City Manager, this update on London's Community Economic Road Map – First Year Update BE **RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- June 23, 2014, "Economic Development Review" report, Strategic Priorities and Policy Committee.
- September 29, 2014, "Economic Development Review – Next Steps" report, Strategic Priorities and Policy Committee.
- January 26, 2015, "Community Economic Strategy" report, presentation by Lauren Millier, Vice-President of Millier Dickinson Blais, Strategic Priorities and Policy Committee.
- November 9, 2015, "London's Community Economic Road Map" report, Strategic Priorities and Policy Committee.
- August 29, 2016, "London's Community Economic Road Map – Update" report, Strategic Priorities and Policy Committee.

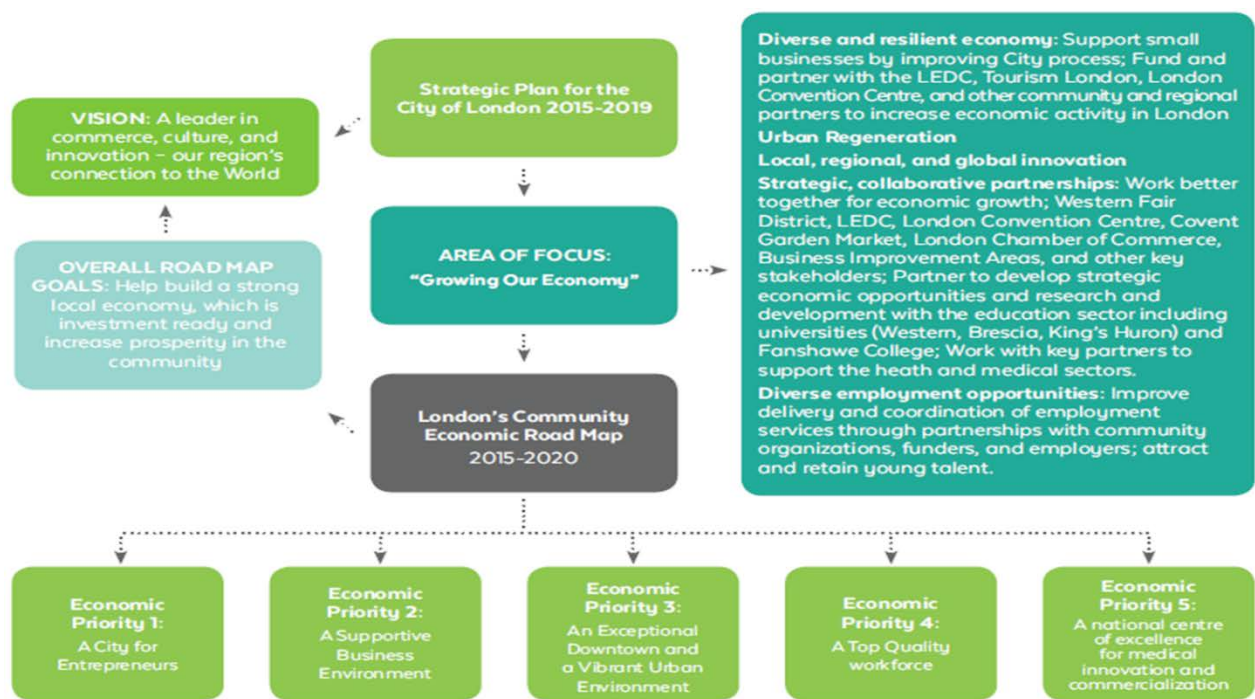
BACKGROUND

London's economy remains a top priority for Council, Administration, and the community. Council's 2015-2019 Strategic Plan identifies 'Growing our Economy' as an area of focus. The creation and implementation of a Community Economic Road Map is one of the key strategies towards 'Growing our Economy':

Growing Our Economy:

- **Diverse and resilient economy**
- **Strategic, collaborative partnerships**
- **Diverse employment opportunities**

London's Community Economic Road Map advances key objectives identified under 'Growing our Economy' by engaging partners to build a strong investment-ready local economy and increase prosperity in the community. Ultimately, the Road Map is about advancing Council's vision to be "a leader in commerce, culture, and innovation- our region's connection to the world."



LONDON'S COMMUNITY ECONOMIC ROAD MAP

London's Community Economic Road Map ("Road Map") was developed by a large group of community stakeholders, facilitated with support from the London Chamber of Commerce, the London Economic Development Corporation and the City of London. The Road Map aims to capture and align the priorities and expectations of business, government, and the community.

The starting point for the Road Map was a comprehensive analysis of the economy, and a Technical Report assessing London's recent performance against a range of demographic and economic indicators, as well as an analysis of current and emerging business and industry sector trends.

The development process included:

- Recommendations from a 35 member Partnership Panel
- Numerous one-on-one interviews with local government and community/business leaders
- Business and Community online questionnaires

This process, contributed by over 300 individuals, resulted in the identification of five economic priorities for London, accompanied by 17 specific objectives and 96 initiatives/actions.

- **A city for entrepreneurs**
- **A supportive business environment**
- **An exceptional downtown, and a vibrant urban environment**
- **A top quality workforce**
- **A national Centre of Excellence for medical innovation and commercialization**

Achieving the economic goals outlined in the Road Map will help grow the economy and make our city and region an even better place to live and work. It will guide the activities of the City of London and partner organizations over the short, medium, and long term time horizon.

London's Community Economic Road Map was endorsed by Municipal Council on November 10, 2015.

Please refer to <http://www.london.ca/business/Resources/corporate-investments/Documents/London%27s%20Community%20Economic%20Roadmap%20-%20Final%20Report.pdf> for the full "London's Community Economic Road Map" report.

DISCUSSION

The Community Economic Road Map is a guiding document for the City of London and its community and business partner organizations. It is intended to serve as a catalyst for maximizing economic success across the city, as well as a uniting point for collective action to support ongoing prosperity for London. It's a strategic framework that helps integrate other City and community plans together which furthers the overall goals of building a strong investment-ready local economy and increase prosperity in the community.

ROAD MAP IMPLEMENTATION UPDATE

Over the last year, the implementation of the Road Map has been a collective endeavor. Several teams have been established, including an Advisory Panel to oversee all implementation activities, and an Action Team for each of the priority areas. Additionally, a lead stakeholder has been identified for each activity in the Road Map.

Road Map's Implementation Community and Business Partners



The Advisory Panel's mandate is to:

- Play a leadership role during the five year period following the launch of the Road Map (November 16, 2015) to promote and provide strategic direction for its implementation;
- Oversee the Action Teams, as well as monitor and assess the performance of each goal
- Provide strategic guidance and act as a thoughtful sounding board for the Action Teams;
- Lead the development and delivery of an annual community-wide Economic Road Map update event; and
- Review and approve annual progress reports related to the economic priorities, objectives and actions of the Road Map.

The Action Teams’ mandate is to:

- Advance the economic priorities of the Road Map, as the ultimate responsibility for the implementation of each one of the five economic priorities lies with the Action Teams;
- Operationalize and reflect the views, opinions and recommendations of the Advisory Panel;
- Review any related materials and establish data needs and any other form of assistance that will help with the implementation of the Road Map;
- Monitor and assess the performance of each goal area;
- Use a specialized application to monitor quarterly progress of each action item identified in the Road Map, (presently Excel reporting spreadsheets are being used);
- Update the application/Excel reporting spreadsheet regularly (quarterly), which will ultimately assist with the development of the annual progress report; and
- Participate in the annual Community-Wide Economic Road Map update event.

An Economic Road Map Annual Update event will be hosted annually to provide an update on the Road Map’s implementation and serve as the platform for information exchange. The first year update event was held on November 16th at the London Convention Centre.

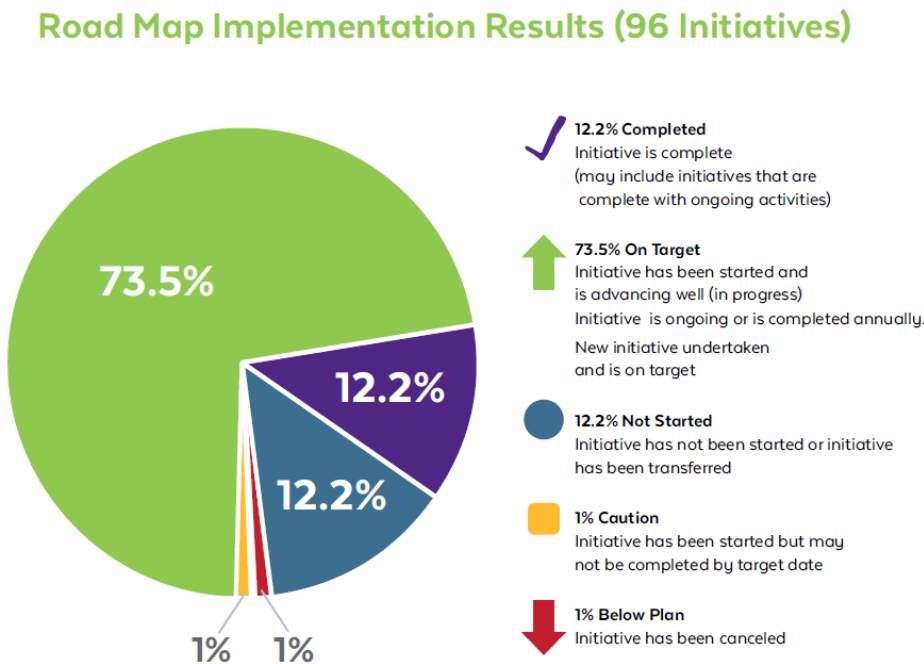
In addition, a first year report and a public dashboard report have been created to keep local partners and external stakeholders informed of the progress and status of the Road Map moving forward, both reports were launched at the November 16th update event.

The Dashboard Report and the Economic Road Map First Year Update Report can be located at www.london.ca/CERM.

ECONOMIC ROAD MAP FIRST YEAR UPDATE

A first year update on the implementation of the London’s Community Economic Road Map (“Road Map”) 2015-2020 has been prepared. This report is a summary review of the progress made since the strategy was endorsed by London City Council in 2015. Please refer to Appendix ‘A’ for the full Economic Road Map First Year Update report.

It’s important to recognize that each one of the 5 Action Teams have worked towards implementing their respective Economic Priority with existing resources.



As a result, of the 96 initiatives, 12.2% have been completed, 73.5% are on target, 1% have been started but may not be completed by target date, 12.2% have yet to be started, and 1% have been cancelled (one initiative has been cancelled due to cost and confidentiality matters).

For more information please refer to Appendix ‘A’ the Economic Road Map First Year Update Report which provides a sample of activities worked on, while a more comprehensive summary of all 96 initiatives can be found within the Public Dashboard Report, which can be located at www.london.ca/CERM.

CONCLUSION

This Community Economic Road Map is an important document which, through its implementation, can influence on the economic success of the city. It provides a vehicle by which organizations and partners can work together towards shared goals, and prioritize activities.

London’s Community Economic Road Map is a working, living document that will evolve as our community works towards Growing our Economy. Update will be provided as this work proceeds.

PREPARED AND SUBMITTED BY:	REVIEWED AND RECOMMENDED BY:
CATHY PARSONS MANAGER, ECONOMIC PARTNERSHIPS	KATE GRAHAM DIRECTOR, COMMUNITY AND ECONOMIC INNOVATION

RECOMMENDED BY:
ART ZUIDEMA CITY MANAGER

cc. Senior Leadership Team

LONDON'S COMMUNITY
ECONOMIC

ROAD MAP

2015 - 2020

Inspire | Innovate | Implement

ANNUAL UPDATE REPORT

NOVEMBER 2016



A message from the Mayor

On behalf of London's City Council, I would like to thank everyone who has contributed to London's Community Economic Road Map. This is a major community accomplishment.

Over three hundred volunteers helped develop a shared vision and strategy for the future of our extraordinary city. This is intended to serve as a catalyst for maximizing economic success across our community.

This road map identifies 96 initiatives to help grow the economy and make our city and region an even better place to live and work. Many partner organizations are now working together to bring this plan to life. Thanks to the Action Teams and Advisory Panel for their dedication to implementing the plan.

Over the next five years, the Action Teams will continue to foster innovation and move forward together. It will take dedication and alignment among all stakeholders to bring this strategy to life and achieve the Council vision to be a leader in commerce, culture, and innovation – our region's connection to the world.

Sincerely,
Mayor Matt Brown



A message from the Advisory Panel

Economic prosperity is an important City priority that contributes to a city's vibrancy, quality of life and sustainability. London's success is based on a strong vision, setting goals, developing strategies and implementing them. London's Community Economic Road Map 2015-2020 gives us a glimpse of the progress and prosperity that is possible. Sustained growth is hard work and achieving it will require a lot of collaborative effort. We must be driven to succeed and work together through collaboration and innovative thinking. The Road Map will help us achieve a more prosperous city by emphasizing the importance of setting and aligning goals, and encouraging community, business and government to work together to achieve them. We must continue to break down silos, align our efforts, and move forward together as we work to implement this strategic plan.

We would like to take this opportunity to thank the 5 Action Teams for their dedication to lead the implementation of each of the respective Economic Priorities, as their specific expertise and industry knowledge have been invaluable over the last year and the progress they have been able to make.

Sincerely,
Economic Partnership Advisory Panel

Michelle Baldwin, Executive Director, Pillar Nonprofit Network; Stephen Bolton, President and CEO, Libro Credit Union; Matt Brown, Mayor of the City of London; Dave Cook, Food Entrepreneur, President of the Fire Roasted Coffee Company, Farmers and Artisan Markets Inc., and Habitual Chocolate; Jamie Crich, President, Auburn Developments Inc.; Titus Ferguson, Executive Director, UnLondon Digital Media Association; Kate Graham, Director, Community and Economic Innovation, City of London; Kapil Lakhota, President and CEO of the London Economic Development Corporation (LEDC); Gerry Macartney, Chief Executive Officer of the London Chamber of Commerce; Dr. Mike Moffatt, Assistant Professor, Business Economics and Public Policy Group Ivey Business School, Western University; Tanya Park, Councillor of the City of London; Cathy Parsons, Manager, Economic Partnerships, City of London; Jeff Wright, Vice President, Corporate Strategy and Business Development, Fanshawe College; Art Zuidema, City Manager of the City of London, and the Chair of the Economic Partnership Advisory Panel



Road Map's Implementation Community and Business Partners



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Road Map

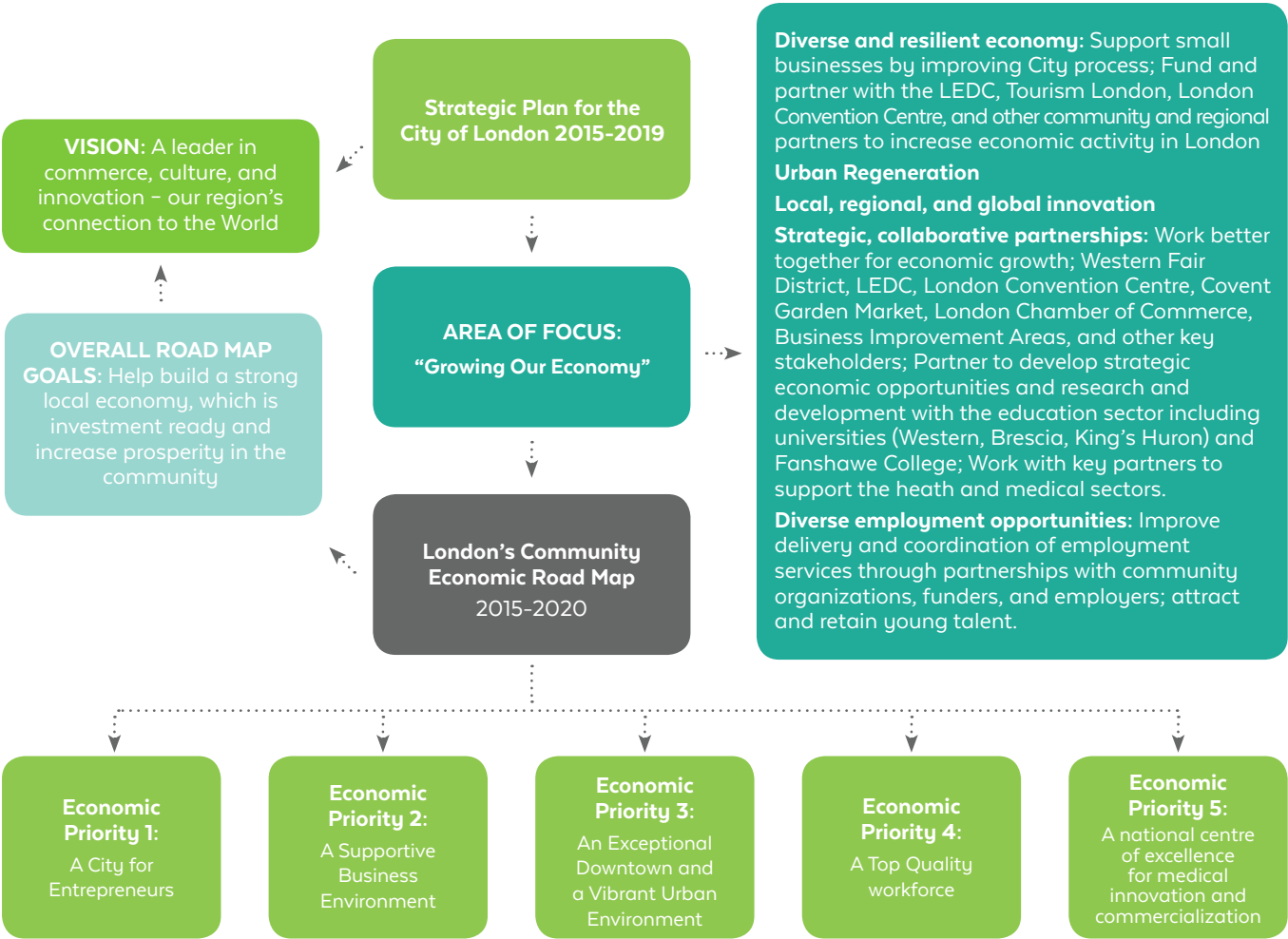
Executive Summary:

The purpose of this report is to provide a year one update on the implementation of the London’s Community Economic Road Map (“Road Map”) 2015-2020, and offer a summary review of the progress made since the strategy was endorsed by London City Council in 2015.

The Community Economic Road Map is a guiding document for the City of London and its community and business partner organizations. It is intended to serve as a catalyst for maximizing economic success across the city, as well as a uniting point for collective action to support ongoing prosperity for London. It includes broad objectives, as well

as short, medium and long term initiatives/actions related to various areas necessary to realize economic success. The Road Map is a unique tool for London as it recognizes the importance of collaboration, as collectively achieving the economic goals outlined within will help grow the economy and make our city and region an even better place to live and work.

The creation and implementation of a Community Economic Road Map is one of the key strategies that are intended to advance the ‘Growing our Economy’ area of focus of Council’s 2015-2019 Strategic Plan. The Road Map is a strategic framework that helps integrate other City and community plans together which furthers the overall goals of building a strong investment-ready local economy and increase prosperity in the community. Ultimately, the plan is about advancing Council’s vision for London to be “a leader in commerce, culture, and innovation- our region’s connection to the world.”



The creation of the Road Map involved a large group of community stakeholders, and was the result of collective input by many stakeholders.

The document was supported by the London Chamber of Commerce, the London Economic Development Corporation and the City of London. The Strategy captured the priorities and expectations of business, government, and the community, and outlined a number of initiatives that many community stakeholders believed would contribute to economic growth and an improvement to Londoners quality of life.

The starting point for the Road Map was a comprehensive analysis of the economy, and a Technical Report assessing London's recent performance against a range of demographic and economic indicators; as well as an analysis of current and emerging business and industry sector trends. The development process was a culmination of recommendations made by a 35 member Partnership Panel, numerous one-on-one interviews with local government, community and business leaders, as well as two online questionnaires. In total, over 300 individuals contributed to the development of the document.

This process resulted in the identification of five economic priorities for London, accompanied by 17 specific objectives and 96 initiatives/actions.

- A city for entrepreneurs
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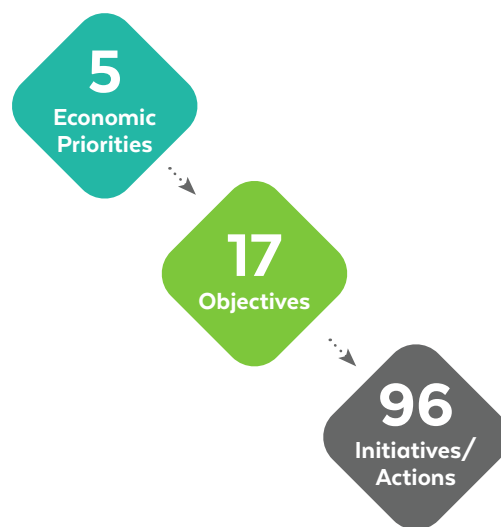
Together, the economic priorities and related initiatives drive economic prosperity and help to make London a prosperous place to work, invest and live.

Over the last year, implementation of the Road Map has been a collective endeavor. Several teams have been established, including an Advisory Panel to oversee all implementation activities, and an Action Team for each of the priority areas.

Many partners have collaborated in order to deliver on the Road Map's goals, objectives and actions. It's important to recognize that each one of the 5 Action Teams have worked towards implementing their respective Economic Priority with existing resources.

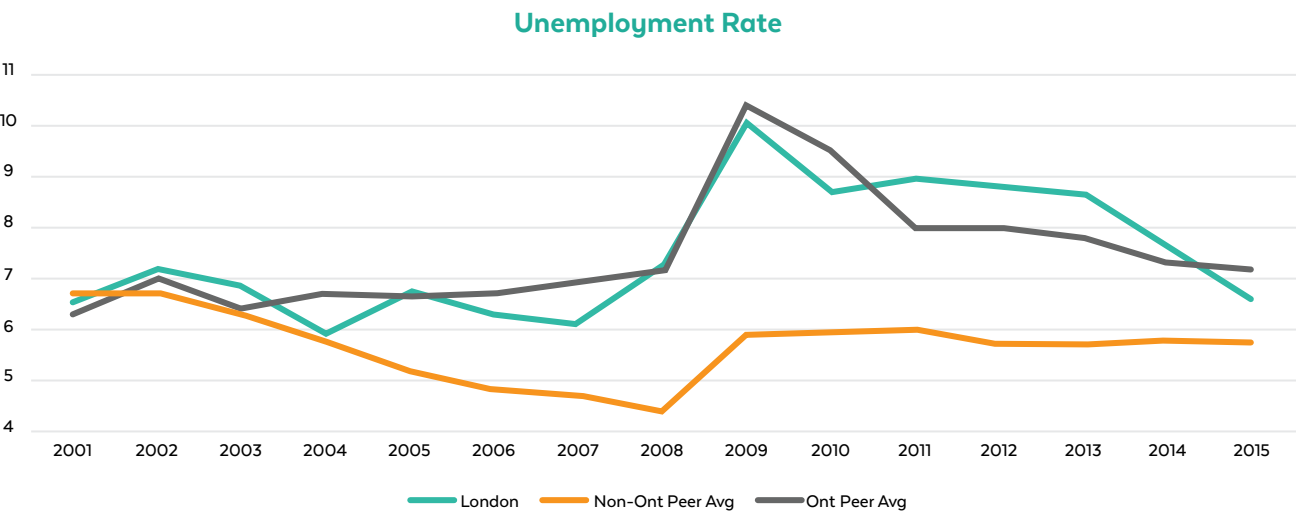
As a result, of the 96 initiatives:

- 12.2% have been completed
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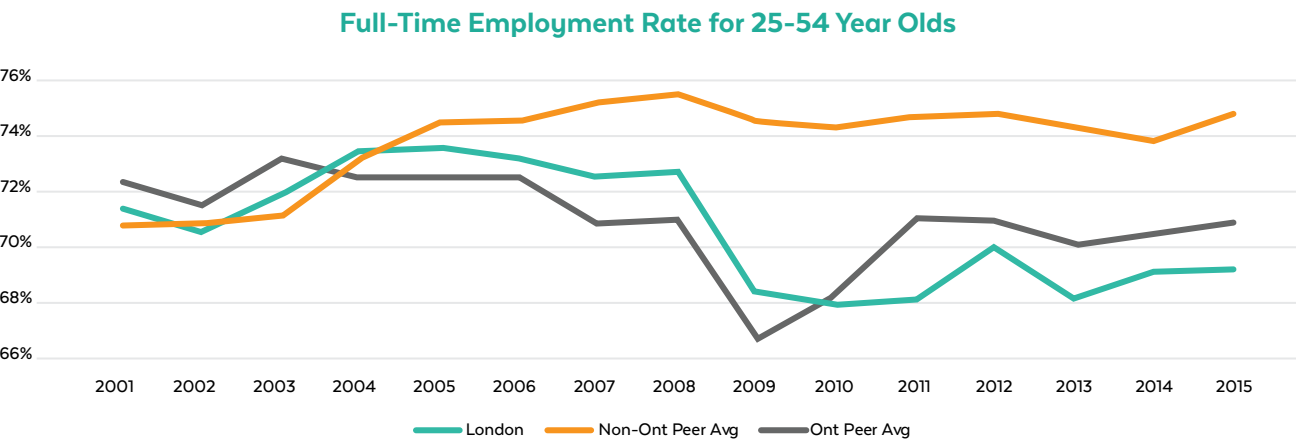


London's Economic Performance

In order to benchmark London's economic performance, we need to examine it over time and compare it to similar sized centres. There are 10 census metropolitan areas (CMAs) in Canada that during the last census (2011) had populations between 300,000 and 800,000 people. London CMA, with a 2011 population of 489,461 is the 5th largest of the CMAs. Five of the nine other CMAs are in Ontario (Hamilton, Kitchener-Cambridge-Waterloo, St. Catharines-Niagara, Oshawa and Windsor) whereas four are outside of the province (Québec, Winnipeg, Halifax and Victoria). These mid-sized cities will act as our comparison group.

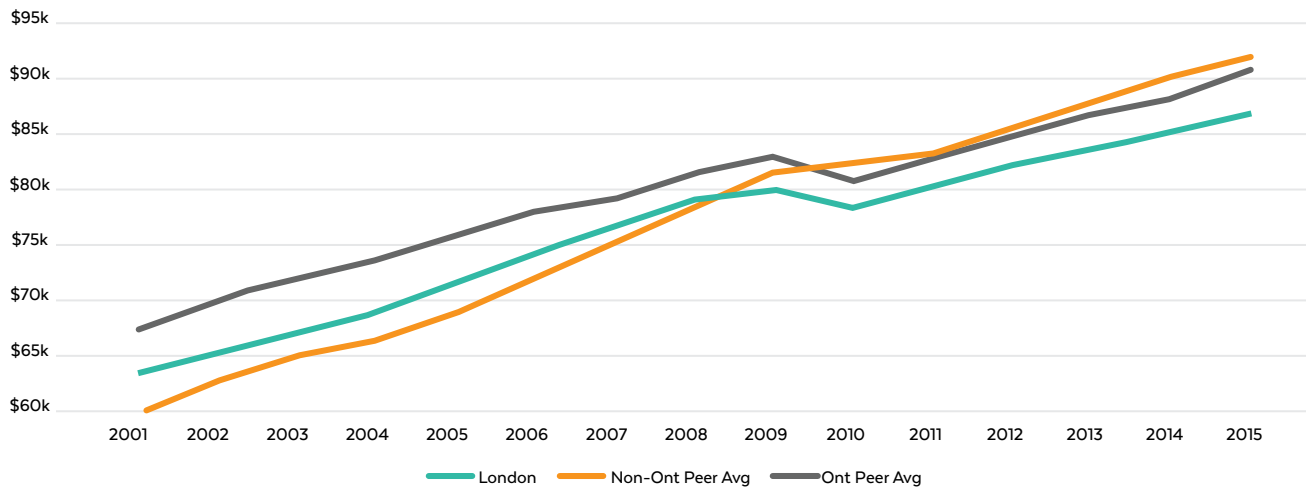


The unemployment rate is the most commonly cited economic indicator for a city and is reflective of the City's economy, though it suffers from measurement issues and is subject to large short-term fluctuations. In 2015, London's unemployment rate fell to 6.5%, below the (unweighted) average of its Ontario peers. London's unemployment rate was the 4th highest in the group in 2015, lower than only Oshawa, St. Catharines-Niagara and Windsor. This is a significant improvement on London's 3rd highest 7.5% rate in 2014.



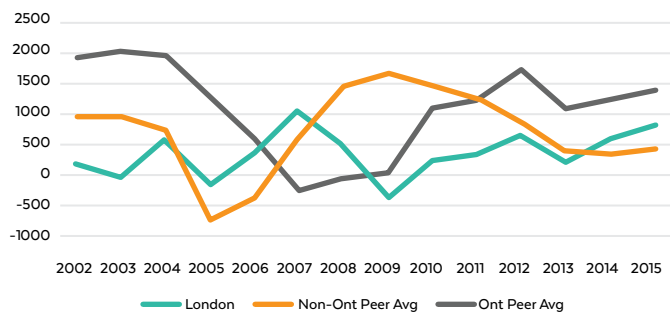
A more useful measure of the state of the job market is the percentage of adults between the ages of 25 and 54 with a full-time job. Unlike our peers in Ontario, London's job market has not fully recovered from the recession. Just under 69.2% of these adults had a full-time job in 2015; only Windsor fared worse.

Median Total Income, Couple Families



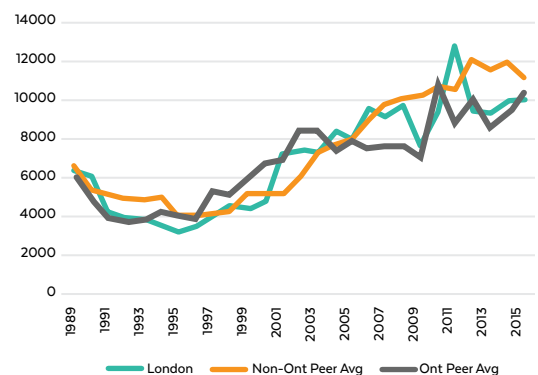
Over the last fifteen years, income growth in London has kept up with our Ontario peers, but lagged behind mid-sized cities in the rest of the country. In 2014 (the last year with data), London's median total income for couple families was \$86,370, a \$1,920 increase over the previous year. This placed us 8th out of the 10 cities, ahead of Windsor (\$85,640) and St. Catharines-Niagara (\$78,980).

Net Within-Canada Migration (Persons)



One way to gauge the economic success of a community is to see how many people migrate to it (or from it). London gained a net 844 persons from the rest of Canada, our highest net gain since 2007. This placed us 7th of the 10 cities, ahead of Windsor, Kitchener-Waterloo and Winnipeg.

Value of Building Permits (\$x100,000)



In 2015 over \$1 billion in building permits were issued for the London area, only the second time the CMA has ever reached this level. Both residential and non-residential construction have kept up with our Ontario peers, and London has consistently ranked 5th out of the 10 cities in our sample.

Dr. Mike P. Moffatt
Assistant Professor, Business Economics and
Public Policy Group Ivey Business School
Western University

Performance Summary- Implementation Assessment:

This section addresses the performance of implementation of those 96 initiatives/actions specific to each of the five Economic Priorities identified within the Road Map.

By starting implementation and taking action we are working towards advancing the Council vision “**to be a leader in commerce, culture and innovation**”.

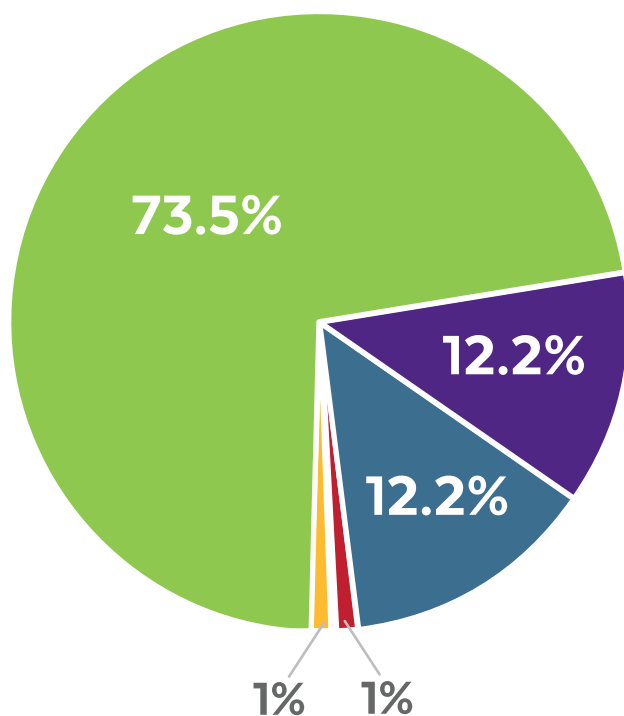
Over the last year, many partners have collaborated in order to deliver on the Road Map’s goals, objectives and actions. They have played a critical role in implementing the initiatives/actions within the Road Map.

Overall, the majority of the projects are advancing well.

As a result, of the **96 initiatives**, **12.2% have been completed**, **73.5% are on target**, **1% have been started but may not be completed by target date**, **12.2% have yet to be started**, and **1% have been cancelled** (one initiative cancelled due to cost and confidentiality matters).

The continued successful implementation of the Road Map will require ongoing assistance from our community and business partners.

Road Map Implementation Results (96 Initiatives)



12.2% Completed

Initiative is complete
(may include initiatives that are complete with ongoing activities)



73.5% On Target

Initiative has been started and is advancing well (in progress)
Initiative is ongoing or is completed annually.
New initiative undertaken and is on target



12.2% Not Started

Initiative has not been started or initiative has been transferred



1% Caution

Initiative has been started but may not be completed by target date



1% Below Plan

Initiative has been canceled



London's Community Economic Road Map Implementation Update

A 14 member Economic Partnership Advisory Panel comprised of representatives from government, business, post-secondary, not-for-profit, and the wider community has been created to provide strategic guidance for the Road Map's implementation. An example of sectors represented includes Professional Services; Entrepreneurship (Digital Creative/Tech); Development/Large Business; Small Business; Education; and Community Services- Not for Profit.

5 Action Teams comprised of key industry and business representatives, entrepreneurs and special interest organizations, as well as government and community partners have been created to advance the implementation of the Road Map.

Starting the first quarter of 2017, the Action Teams and the Advisory Panel will be working with the "Diversity on Boards" program in an effort to increase diversity on the teams.

An Economic Road Map Annual Update event will be hosted annually. It will provide an update on the Road Map's implementation and serve as the platform for information exchange. The update event will also serve to encourage dialogue, linkages, collaboration and support between local, provincial and federal partners.

As part of our commitment to keeping local partners and external stakeholders informed of the progress and status of the Road Map moving forward, **a dashboard report has been prepared** that provides a first year update on the implementation of the Road Map, and offers a comprehensive review of the progress made since the strategy was launched in November of 2015. The dashboard can be found at: www.london.ca/CERM

A city for entrepreneurs

Action Team Co-Lead Coordinators:

Marilyn Sinclair - TechAlliance and
Steve Pellarin - Small Business Centre

Action Team # 1 Core Team Members:

ESN- Entrepreneurship Support Network;
Kapil Lakhotia - London Economic Development Corporation;
Steve Pellarin - Small Business Centre;
Marilyn Sinclair - TechAlliance;
Titus Ferguson - UnLondon;
Ian Haase - Ivey/Western University;
Michelle Baldwin - Pillar Nonprofit Network;
Annette Markvoort - Fanshawe College;
Cathy Parsons - City of London

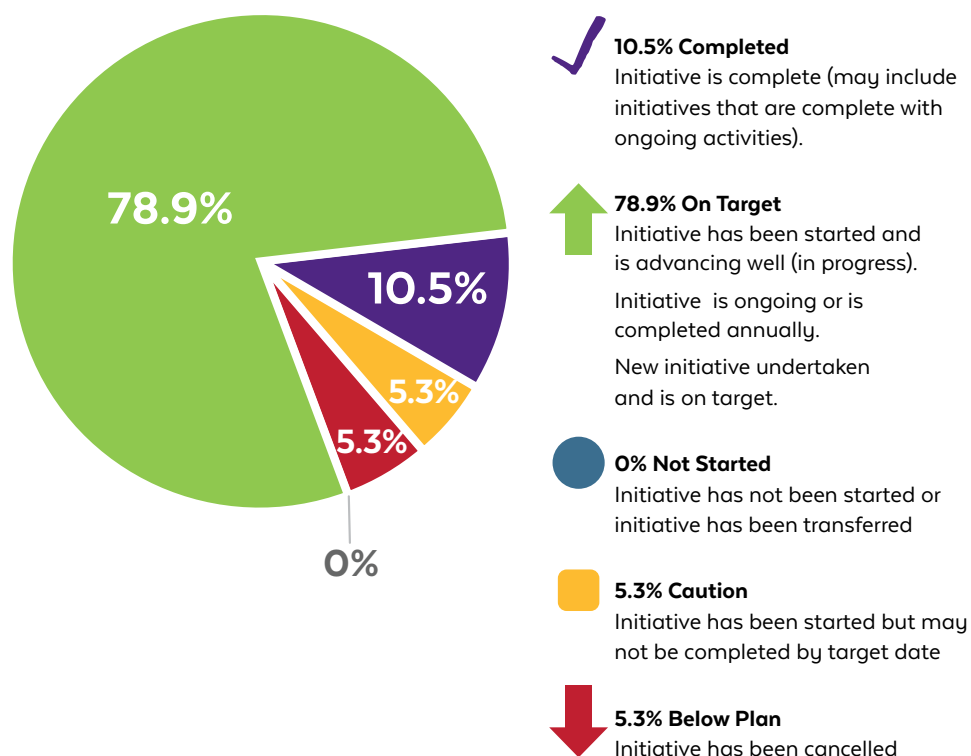
Objectives

- Strengthen London's Entrepreneurship Support Network
- Address gaps in entrepreneurial services across the city
- Develop the city as an incubator for entrepreneurship
- Improve access to capital

Why is it important?

Entrepreneurship and organic growth are central components of a sound economic strategy. Innovation-driven entrepreneurial activities and small business are being increasingly recognized for sustainable job creation. People express their creativity and diversity through entrepreneurship, so a greater level of entrepreneurial activity can positively impact how a community is perceived as advanced, open and welcoming.

How is implementation progressing?



AVAILABLE RESOURCES

London Inc.

Programs and resources for start-ups, scale-ups, prospects, investors, talent as well as established companies.

Comprehensive list of news and events from London's lead entrepreneur support organizations.

<http://www.londoninc.ca>

London BizGrid

Connect to London's wide support network. Follow the BizGrid to gain access to space, funding, expertise and most importantly the people that will help you grow your business:

<http://www.pillarnonprofit.ca/resource/london-bizgrid>

Start-up FAQs

A list of the most frequently asked questions by new entrepreneurs; market research; business planning; and financing resources and tools.

www.sbcentre.ca/resources.php

Access to capital guide

Funding opportunities for entrepreneurs. This document is updated quarterly and is available at London's many entrepreneur support organizations and online

<http://www.techalliance.ca/wp-content/uploads/2011/10/ESN-Access-to-Capital.pdf>

Economic Priority Update: November 2015-2016

- The Entrepreneur Support Network (ESN) consists of member organizations that have a mandate to provide services which foster entrepreneurship in our community. Enhancements have been made to its terms of reference to provide a single frame of reference, talking points and shared ambition for the entrepreneurial sector. (complete, sec. 1)
- Members of the ESN have been meeting monthly to identify areas of collaboration, address gaps in service and enhance the overall service delivery to entrepreneurs at all stages. (in progress, sec. 1.1)
- A number of working groups have been created as a result of the ESN, with a focus on three main areas; access to capital, education and mapping as well as communications. Each of the working groups has been formed to respond to an identified gap and area deemed to be of significant importance to the advancement of a supportive entrepreneurial environment. (in progress, sec. 1, 1.1)
- To improve access to capital: A resource guide of capital funding programs has been created and is available to entrepreneurs through service providers. Communication with angel investor groups and other finance sources is ongoing. The next step is to keep the new resource tool current and top of mind amongst front line staff and clients, and to continually evaluate access to the programs by entrepreneurs in order to improve efficiency on how such programs are accessed. The access to capital group will be responsible for maintaining the resource. (in progress, sec. 11)
- A professional development day is being planned for the front line staff of ESN members; with the goal of sharing best practices, to review resources and tools used to serve entrepreneurs, and to enhance referral relationships amongst agencies. (in progress, sec. 3, 13)
- London Inc. (londoninc.ca) is a living resource that will undergo further enhancements in its goal to become a “go to” resource for entrepreneurs, that links the members of the ESN and profiles their key services and activities (in progress, sec. 4, 9.1)
- Work has begun to develop a collaborative response to global entrepreneurship week. Activities are being coordinated among members of the entrepreneurial ecosystem and will be collectively branded. This will help position London as a City for Entrepreneurs and will showcase the full spectrum of resources available. (in progress, sec. 9).
- Campus Linked Accelerators at Western University and Fanshawe College campuses are active members of the ESN. Advisory boards have been created by those institutions, consisting of entrepreneurs, community leaders, and members of entrepreneurial service organizations to provide

cross-pollination at an advisory level and to connect post-secondary institutions to the larger entrepreneurial ecosystem. (in progress, sec. 5, 6)

- The City and LEDC (London Economic Development Corporation) are undertaking a study of incubation and related services available in the city to identify gaps and possible opportunities for enhanced incubation and acceleration programs and to determine its feasibility. (in progress, sec. 7.1)
- A performance metrics reporting template was created and populated by members of the ESN to provide the first view of the collective impact of the network. The next step is to find commonalities in methodology and reporting parameters of the respective organizations to enhance the usability and value of the data. (in progress, sec. 2)
- An annual entrepreneurship round table is being planned to engage other stakeholders (eg. Chamber, Cross Cultural Learner Centre) that may have a role in serving entrepreneurs. (in progress, sec. 9)

Desired Outcome:

To be recognized as an innovative city for entrepreneurs and to make London a desired destination for entrepreneurs.

Specific performance measurements for the 5 years include:

- Improved collaboration, communication and planning, across the entrepreneurial community and support organizations (as demonstrated through regular meetings/activities of ESN).
- Enhanced level of client activity; quality of service; diversity of services; and shared programming across ESN member organizations.
- Be recognized by a credible voice as one of the top entrepreneurial cities in Canada.



A supportive business environment

Action Team Lead Coordinator:

Larry MacKinnon - London Economic Development Corporation

Vice-Lead:

Mark Henderson - City of London

Action Team #2 Core Team Members:

Larry MacKinnon - London Economic Development Corporation;

Cathy Parsons - City of London;

Mark Henderson - City of London;

John Lucas - City of London;

Alan Drewlo - London Development Institute;

Steve Pellarin - Small Business Centre;

Bill Milroy - London Hydro;

Justin Leushner - Tech Alliance

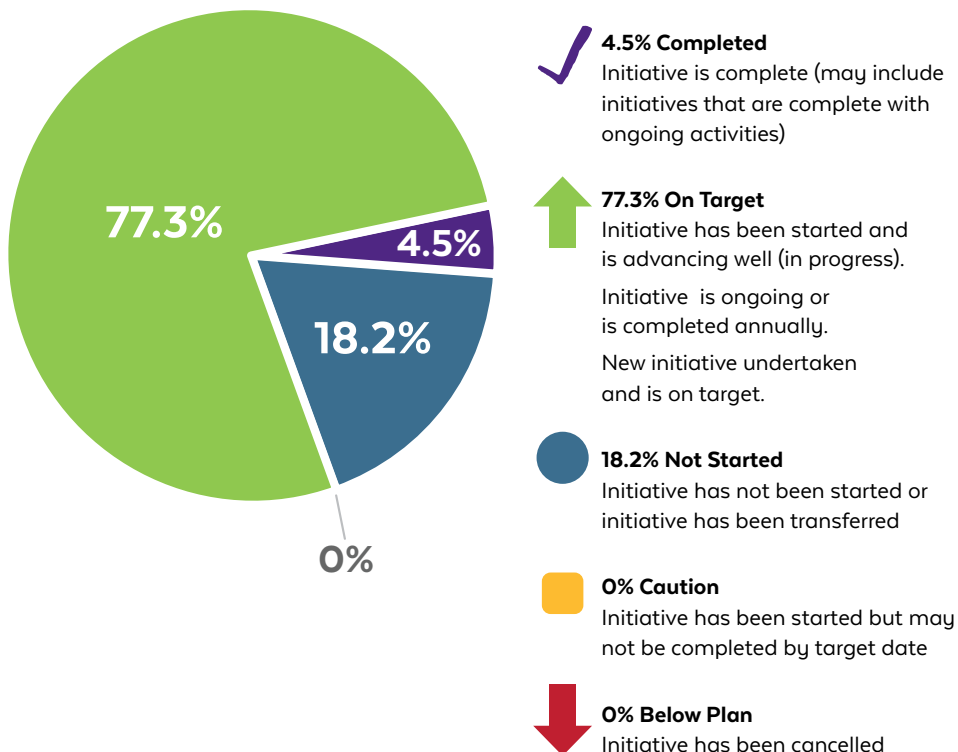
Objectives

- Demonstrate commitment to growing our business community
- Provide businesses the support to grow
- Enhance coordination with our economic development stakeholders to explicitly advance the initiatives within the Economic Road Map

Why is it important?

Economic growth is only possible when community and business organizations support business decisions that make investments in jobs and capital. This is why the growth of the London economy depends in part, on its ability to remove barriers to innovation and entrepreneurship, and enhance the predictability and efficiency of business support services and a commitment to timely customer service when engaging business and investors.

How is implementation progressing?



AVAILABLE RESOURCES

Service London Business "Business Connector"

From creating your business plan to opening your doors and staying open, our handy Starter Guides provide you with valuable information, resources and requirements that are specific to your business.:

<http://servicelondonbusiness.ca/>

BizPaL Online

Business Permits and Licences – Everything you need is here! Whether you're looking to start a new business or renew existing permits and licences, use this easy online process to find everything you need:

<http://www.london.ca/online-services/Pages/Biz-Pal.aspx>

London Magazine

London "Come for Business Stay for Life" magazine:

<http://magazine.ledc.com/>

Economic Priority Update: November 2015-2016

- A comprehensive assessment of Municipal approval processes has been undertaken by Municipal staff to ensure they are efficient and effective. Next steps will include setting up a stakeholder task force who will prioritize approval process reviews with a lean six sigma lens. (in progress, sec. 1)
- A SWOT industrial review team has been established for major industrial clients/developments. The purpose is to ensure Development Approval timelines meet client needs. (in progress, sec. 1.1)
- A revised Industrial Land Development Strategy (ILDS) is being implemented through a management team and a SWOT implementation team. An ILDS monitoring and pricing report is presented to Council annually. The report includes a return on investment (jobs, taxes, etc.) analysis and summary of land sales to date. The ILDS is a nimble strategy that allows lands to be developed as a small, medium or large block format. The ILDS is important to ensure the City has adequate supply of development ready lands. (in progress, 2.2)
- A lean six sigma (LSS) pilot training project has been undertaken by the City, to help improve the effectiveness of City service delivery for internal and external customers. Currently 30 staff across all City Service Areas are being trained and are working on 16 process improvement projects. The LSS projects focus on: looking at City service delivery and operational practices to make them more efficient; removing non value added steps/ waste from a process; delivering a more efficient/quality product or service; creating capacity for value added work; creating more value for the customer. (in progress, sec 1.2)
- A community Improvement Plan (CIP) review has been undertaken to identify potential savings that could be realized through changes to existing programs and recommend how those savings could be used to fund new programs. Public consultation is ongoing. From April to July 2016 City staff undertook a series of consultations which were summarized in an information report presented to the Planning and Environment Committee on August 22, 2016. City Council received that report on August 30, 2016 and gave further direction for staff to continue to review possible program changes to the current development charges grant programs available for industrial and residential development, including further public consultation on any possible program changes, and report back to Municipal Council in November regarding any changes to those programs. The second series of consultations took place on October 20, 2016 as part of this ongoing review. The final report is to be presented in Q4 of 2016 (in progress, sec. 2.1)
- Increased promotion of small business through a wide range of channels such as YouTube, local print and online news like Business London and LEDC's London Magazine, email newsletters, events, and social media. Community-driven success stories are creating a unified front for London's diverse economy. Together these initiatives provide a cohesive message for London organizations to promote and share the success and growth they've found in the city. (in progress, sec. 3.1)
- The Smart City project launched September of 2016, and is intended to provide a strategy that will focus on four key areas; smart living, smart infrastructure, smart economy and smart decisions. A project team comprised of members from the City of London, London Hydro, LARG*net and LEDC has been established and is working with the consultant, IBI, to prepare an overall Smart City strategy and implementation plan. The Strategy is scheduled to be completed in the third quarter of 2017. (in progress, sec. 6)
- Service London Business is providing concierge services to the business community to help business clients navigate the process of starting or expanding a business, services include: guides for small businesses (that explain the various steps in starting or expanding a business) and a Service London Business website that pulls together information on various entities in the city that support small businesses. (complete with ongoing activities, sec. 7.2)
- Service London is expanding its physical presence and services in an effort to develop a one-stop location for coordinated business information and is working with the Small Business Centre SBC on cross-referrals to give small business support in developing business documentation and to pursue funding opportunities. (in progress, sec. 7.2)
- The City of London has taken the lead in the creation of the Mayors of Southwest Ontario (MOSO) caucus, which includes the mayors of 11 urban municipalities across the region, to share information and identify key advocacy priorities of shared concern across Southwest Ontario. The Mayors have met three times over the course of 2016 and have undertaken important conversations on regional priorities with the Premier, Deputy Premier and the Ministers Responsible for Municipal Affairs, Transportation, Economic Development and Growth, and Infrastructure. The Mayors have committed to continue working together on an ongoing basis to continue to profile the economic and social leadership that Southwest Ontario plays in Ontario's economy. Future outreach will also be targeted to the Government of Canada on national-municipal priorities. (in progress, sec. 12)

Desired Outcome:

To create a more supportive business environment to foster economic growth

How will we measure performance over the 5 years?

- Demonstrated improvement in the quality of services offered to support business growth and investment (Survey)
- Demonstrate improvement in variety of services offered to support business growth and investment (Survey)
- The reports of various initiatives already underway will help to identify additional measurable outcomes in future years



An exceptional downtown, a vibrant urban environment

Action Team Lead Coordinator:

Janette MacDonald - Downtown London

Vice-Lead:

Robin Armistead - City of London

Action Team # 3 Core Team Members:

Janette MacDonald - Downtown London;

Lori DaSilva - London Convention Centre;

Andrea Halwa - London Art's Council;

Martha Powell - London Community Foundation;

Chris Campbell - Tourism London;

Cheryl Finn - Tourism London;

Robin Armistead - City of London;

Jim Yanchula - City of London

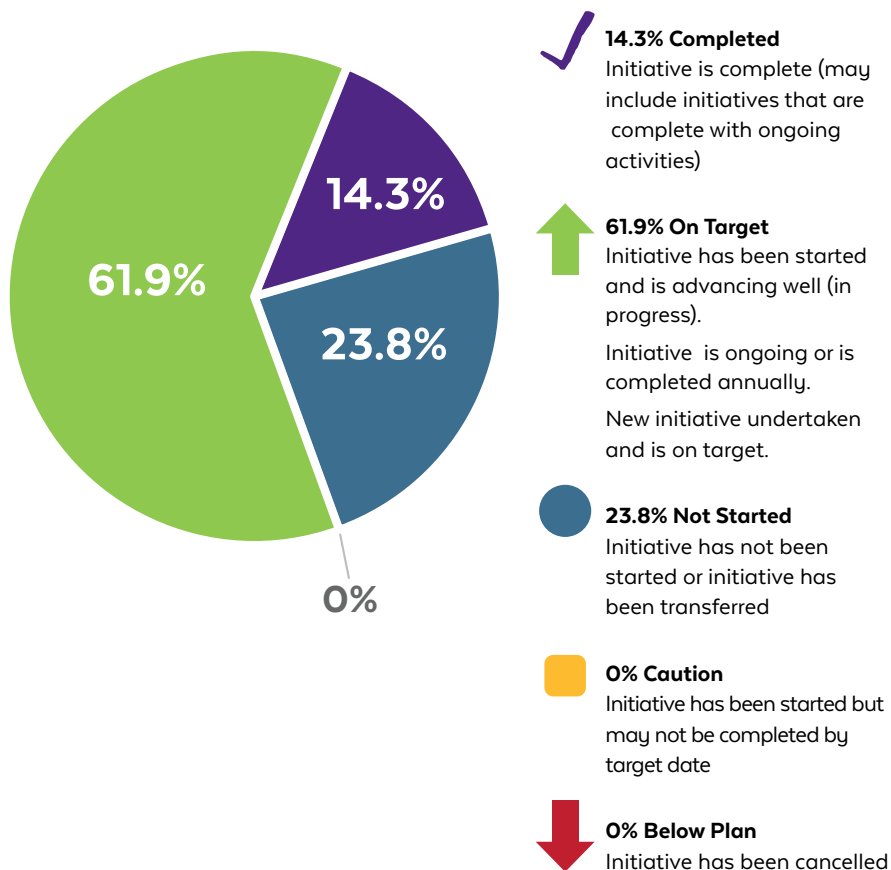
Objectives

- Improve the City's urban environment
- Celebrate a vibrant, attractive and competitive urban core
- Enable a rich variety of cultural events and activities in the Downtown

Why is it important?

London's Downtown plays a central role in shaping the life of Londoners and is a reflection of the city's traditions and aspirations. London's urban core, and associated quality of place, is the cornerstone of its value proposition to attract new residents and businesses alike. Investing in London's centre is a necessity to ensuring the continued growth and prosperity of London for generations to come.

How is implementation progressing?



AVAILABLE RESOURCES

Back to the River

Back to the River is an initiative to revitalize a five kilometer stretch of London Ontario's Thames River through an international design competition.

<http://backtotheriver.ca/>

London Music Strategy

London Music Strategy is intended to promote and support music in London. The purpose is to bring the community together as an industry to collaborate, build and prosper.

SPPC Nov. 7 2016 "London Music Strategy – A Year in Review"

<http://www.london.ca/city-hall/meetings/Pages/default.aspx>

Downtown London

Downtown London is two organizations operating with the same broad mandate: the continued improvement of Downtown London. Where the London Downtown Business Association (LDBA) seeks to improve the experience of existing merchants, MainStreet's goal is to attract new and exciting businesses and investors to Downtown London.

<http://www.downtownlondon.ca/>

Our Move Forward:

London's Downtown Plan

Our Move Forward report has five sections, which include: Planning Framework; Strategic Directions; Transformational Projects; Tools; Implementation and Targets

<https://www.london.ca/business/Planning-Development/downtown/Documents/Our-Move-Forward-London-DTP-Plan-adopted-April-14-2015.pdf>

Downtown London

2016 Community Report

https://issuu.com/downtownlondon/docs/dtl-strategic_plan_2016-online

2013 State of the Downtown Report

This is the sixth State of the Downtown report. They comprise a decade of monitoring the result of City Council investments in the Downtown. Since 2003 indicators have been used to examine the effectiveness of City Council's revitalization initiatives for the Downtown.

<https://www.london.ca/business/Planning-Development/downtown/Documents/2013-CoL-%20State-of-the-%20Downtown-%20Report.pdf>

Economic Priority Update: November 2015- 2016

- Downtown London continues to support and champion the implementation of the City's Downtown Master Plan called "Our Move Forward". The first priority is the transformational project Dundas Place that has been approved for Capital Funding. The Environmental Assessment has been scheduled to be completed November 2016. (in progress, sec. 1).
- The London Community Foundations "Back to the River" project addresses Our Move Forward transformation projects 2&3 (Cross River Connection & Forks of the Thames). The initiation of a "One River" environmental assessment for area of the Forks and area of Springbank Dam has been approved to take place. \$5 million has been earmarked for this purpose within the Economic Development Reserve fund. The London Community Foundation is currently exploring the creation of a separate charitable organization for this project. (in progress, sec. 1 and sec 7).
- The City's Culture Office, Planning and the London Arts Council (LAC) continue to support and resource the implementation of London's Cultural Prosperity Plan. This includes the establishment of Culture/Entertainment Districts in London, support for the LAC London Artist in Residence Program, which is creating jobs for artists in schools, expanding the existing investment mechanisms for the arts as part of the City's Community Arts Investment Program administered by the LAC, the creation of cultural mapping on the City's website, the beautification of the City's core through public art and monuments and encouragement of vibrancy through Canada 150 projects such as the Harris Park Pavilion capital investment. (in progress, sec. 2).
- The London community continues to support and resource the implementation of the Strengthening Neighbourhoods Strategy, which includes residential engagement for two pilot areas, including downtown Ward 13. (in progress, sec 3)
- London Community Foundation continues its social impact investing into affordable housing. London Housing Development Corporation and CMHC are engaging the business and development community in the implementation and resourcing of the City's Housing Strategy to improve affordability and family living spaces. (in progress, sec. 4).
- Downtown London has engaged the services of LiveWorkLearnPlay- LWLP -a vertically integrated Real Estate advisory firm. This is an 18 month contract with Phase 1 – Strategic Assessment and Reconnaissance – completed August 2016. Phase 1's findings have been communicated to the City's Senior Leadership Team and SPPC. (completed, sec. 5, 6).
 - Phase 1 has identified 3 major strengths of the downtown: Strong Bones – excellent street grid, cluster of important commercial uses, good connectivity; Strong Anchors – London Convention Centre, Budweiser Gardens, CGM, Victoria Park, Fanshawe; Emerging Regional Identity – London Music Hall, Grand Theatre, National and International Events.
- Threats/Weaknesses: Drug Use and Street Culture. – Need a coordinated effort to program public spaces for all; Lack of supply of development lands in the downtown; Conflicting Mandates in the Downtown. BIA, CIP and HCD boundaries do not coincide.
- Phase 2 of LWLP engagement will provide a market evaluation – supply and demand for December 2016. This will include identifying strategic parking lots and buildings that are impeding the City's vision for downtown. A working group has been formed to deal with the issues that have arisen from Phase 1 while Phase 2 is underway. (in progress, sec. 5.2).
- Phase 3 of LWLP engagement will include the creation of a multi-use "Targeted Leasing and Casting" program – designed to re-tenant the downtown with targeted uses –will be delivered October 2017.
- Downtown London (MainStreet London) has a full time staff member to coordinate the various financial incentives available from the City of London and MainStreet London. These results are measured – along with other related metrics – in the bi Annual "State of the Downtown" report delivered by Planning Services. 2015 (the 7th report) will be available late 2016. (Old East Village also coordinates and "sells" the CIP incentives for their area.) Soho has a CIP but no organization to coordinate and sell – therefore there has been no uptake. (in progress, sec. 5, 6).
- The downtown continues to be animated through formal and informal programming at a wide variety of public spaces such as Dundas Place. Planning Division of the City is expected to report on the "Central London "Culture and Entertainment District in late 2016. (in progress, sec. 8).
- Tourism London continues to assess bids and work with partners to determine the right fit for London. It continues to create a regional media bank to promote and leverage stakeholders to market increase awareness of regional attractions and events. In collaboration with regional and national music industry partners and in conjunction with the Music Industry Development Officer, it is working to establish London as a prominent music destination. (in progress, sec. 9).
- 2016 was the first year for the implementation of the London Music Strategy which feeds into London's Cultural Prosperity Plan. This year included the hiring of a Music Industry Development Officer in the City's Culture Office and the creation of the governance and engagement mechanisms for the music industry (a Business of Music Committee has been formed). The current assessment of the music industry in London has begun through a music census conducted during the summer of 2016. It has been identified that London has a strategic advantage of having many post-secondary learning institutions which focus on music. (in progress, sec. 10).

- The London Convention Centre, the Double Tree by Hilton and the Delta have each undertaken multi-million dollar renovations to support and enhance the experience for visitors. London Arts Live program of the City's Community Arts Investment Granting (developed and administered by the London Arts Council) is providing opportunities for artists to be showcased downtown. Tourism London continues to enhance opportunities for marketing and promotion of hospitality industry and local attractions. Upcoming major sport events being attracted to London to maximize business opportunities include: 2018 Ontario Summer Games (3500 athletes and their families travelling to London to compete over 15 different venues across the city); 2017/2018 London has been awarded 5 Ontario Basketball Championships over March/April and May of both years; 2019 IIHF World Junior Championships (pending bid in partnership with the City of Windsor) (in progress, sec. 11).

Desired Outcome:

A vibrant, cultural, prosperous and competitive Downtown Regional Centre.

Specific performance measurements for the 5 years include:

- New businesses opened
- Number of people living downtown (residential)
- New construction



A top quality workforce

Action Team Lead Coordinator:

Deb Mountenay - Elgin Middlesex Oxford Workforce Planning and Development Board

Vice-Lead:

Robert Collins - London Economic Development Corporation

Action Team # 4 Core Team Members:

Gerry Macartney - London Chamber of Commerce;

Deb Mountenay - Elgin Middlesex Oxford Workforce Planning and Development Board;

Robert Collins - London Economic Development Corporation;

Vertha Coligan - Fanshawe College;

Wilma DeRond - Employment Sector Council;

Sandra Datars Bere - City of London;

Linda Staudt - London District Catholic School Board;

Martin Withenshaw - The Apprenticeship Network;

Jeff Watson - Western University;

Gus Kotsiomitis - London Middlesex Immigrant Employment Council;

Mark Brotherston - Thames Valley District School Board

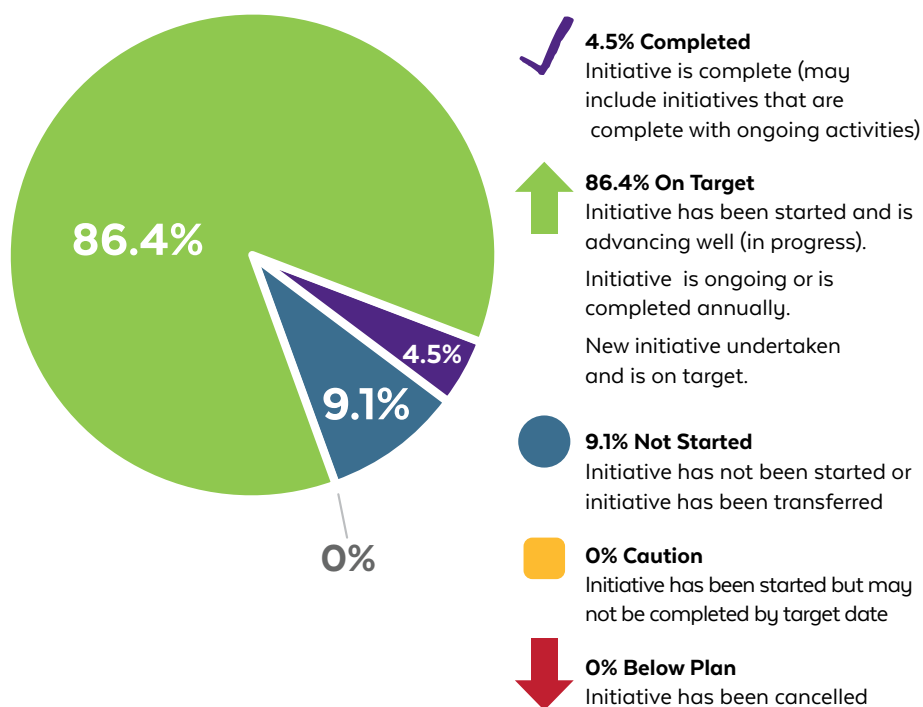
Objectives

- Ensure local employers have access to the talent they need
- Bolster the local and regional supply of skilled trades and STEM occupations
- Promote the importance of diversity and inclusivity as drivers of London's workforce and economy
- Encourage deeper connections between post secondary students and the city

Why is it important?

Aligning talent with employer needs has become a key success factor for growth and economic and social well-being. Demographic trends, rate of technological change and global business transformations are challenges and opportunities. This requires us to ensure a welcoming, continuous learning environment where talent finds opportunities and has confidence in future career success.

How is implementation progressing?



AVAILABLE RESOURCES

The **Local Employment Planning Council (LEPC)** is a workforce planning partnership that is a catalyst for economic and labour market development, building solutions and engaging multi-stakeholders alliances.

<http://localemploymentplanning.ca>

www.Worktrends.ca is the local labour market information site for the London Economic Region.

The **Employer One Survey** helps identify skills shortages and informs the community about employers' needs.

<http://employerone.com>

The **Apprenticeship Network** is a group of like-minded people and organizations which promotes apprenticeship as a first choice career option and provides accurate apprenticeship information to employers, youth and job seekers in the Elgin, Middlesex and Oxford county region.

www.TheApprenticeshipNetwork.com

<http://tomorrowsworkforce.ca> is a one-stop shop to discover resources and programs for students, teachers and employers.

London and Area Works is a tool to assist jobseekers find local jobs, training workshops and helpful hints on getting employed.

www.london.ctvnews.ca/works

LMIEC is an established organization linking employers to effective, no-cost tools and resources for recruiting and retaining skilled immigrants.

www.lmiec.ca

The **London and Middlesex Local Immigration Partnership** is a collaborative community initiative
<http://immigration.london.ca/LMLIP>

Economic Priority Update: November 2015-2016

- The Local Employment Planning Council (LEPC) pilot project has been started and includes representation from the London Economic Road Map Workforce Group on the Central Planning Table, which guides the strategic plan for the Local Employment Planning Council. (in progress, sec.1).
- Labour market information is being created and shared through the members of the London Economic Road Map Workforce Group. (in progress, sec. 2, 3.1).
- Two regional job fairs have been held: one in the spring of 2016 with 50 employers and 1979 job seekers attended; one in October, with 61 employers and 17 resource agencies and over 1,900 job seekers attended. (completed, sec. 2, 3).
- The London and Area Works partnership has a series currently running on CTV News London airing Mondays at 6 p.m. A series ran in the spring of 2016 as well. London and Area Works website is a tool to assist jobseekers to find local jobs, training workshops and helpful hints on getting employed. The website also houses past interviews which aired on the Monday CTV News series. (in progress, sec. 2, 3.1).
- London Economic Development Corporation hosted the final Student2Business, a networking conference for employers to network with students and see the diverse talents available and meet potential future employees from Western University and Fanshawe College (first quarter of 2016). (completed with ongoing activities, sec. 3).
- The LEPC, Fanshawe College and other community partners are continually writing and publishing success stories which are shared throughout social media and published in newsletters. Many of the success stories have aired on the London and Area Works series. (in progress, sec. 2, 19).
- The ESC Job Developers Network (JDN) is a forum for job developers from 16 non-profit employment agencies in the London area to meet, discuss and share information, solve problems, and create solutions, in order to promote collaborative service delivery to job seekers and employers. (completed with ongoing activities, sec. 2).
- There are several specific Award Ceremonies that have been held: The Ability First Champion Awards were held on October 30, 2015. These awards recognizes employers who have hired and retained persons with disabilities. Next awards to be held on November 3, 2016. Three Awards are presented: Large Business Award; Small Business Award; Advocacy Award. The Pride Awards were held on July 16, 2016. The next awards will be held in July 2017. There are 3 awards that are presented: Business Award: recognizes an employer who hires for a person's ability not the gender or sexual identity; Organization Award: recognizes an organization who has made a difference in London for the LGBTQ2A; Rainbow Youth Bursary: recognizes a graduating high school going onto to postsecondary education who has made a difference in the lives of people with London and the LGBTQ2A communities. (completed with ongoing activities, sec. 11).
- The London Middlesex Local Immigration Partnership in partnership with community partners created a TV show on Rogers TV called "We Are London" which highlighted immigrant success stories (September 2015 – June 2016). In 2015 the London Middlesex Local Immigration Partnership created social media campaign which featured immigrant success stories called "I am London". This campaign is about to be launched again. (completed, sec. 14).
- London Middlesex Immigrant Employment Council (LMIEC) programs include a suite of Mentorship for Immigrant Employment initiatives, a regional Job Match Network and Global Experience @ Work project. (completed with ongoing activities, sec. 12, 12.1, 14).
- The Apprenticeship Network meets monthly to discuss issues and create strategies. The Apprenticeship Network Awards were held on November 5, 2015. The next Awards will be on November 17, 2016. These Awards recognizes employers who hire and train apprentices. There were 5 employers recognized one in each sector, motive power, service, construction and industrial. The last award is the Rookie of the Year Award which is given to an employer who has just hired and started to train their first apprentice. (completed with ongoing activities, sec. 9, 10).
- The LEPC in partnership with LEDC and London Regional Manufacturing Council hosted manufacturing tours for high school students on October 22, 2015 and October 19, 2016. The LEPC in partnership with the Ministry of Advanced Education and Skills Development and the Apprenticeship Network have created a workshop to highlight the apprenticeship system for Employment Ontario and non-Employment Ontario service providers, guidance councillors, Literacy and Basic Skills providers and any other interested parties. This workshop will be delivered in London during the month of November 2016. (in progress, sec. 8, 9, 10).
- Oxford Invitational Youth Robotics Challenge (OIYRC) is a community-based partnership to give youth hands-on experience in design, construction and team problem solving by building and programming a robot for an industrial-type task. Through this exciting project youth are encouraged to explore the many rewarding careers available today with manufacturing companies. OIYRC is open to student across the Thames Valley Region including London. The challenge was held on November 24, 2015 there were 3 schools with 4 teams involved from London. OIYRC will be held again this year on November 22, 2016 with 7 schools from London participating. (in progress, sec. 3.1, 8, 9, 10).



Desired Outcome:

To be recognized as a welcoming city and to be a city of choice for talented people.

Specific performance measurements for the 5 years include:

- Increase the number of educational work placements with London businesses
- Increase the number of people employed in skilled trades occupations
- Decrease the number of positions that are unfilled after 3 months

AVAILABLE RESOURCES

Through **Pillar Nonprofit** the Diverse City on Board program offers board matching as well as governance training to ensure qualified candidates from visible minority and under-represented groups are not excluded from positions on decision-making, and influence.

<http://www.pillarnonprofit.ca/diversecity-onboard-program>

Pride London provides an annual opportunity to generate celebratory, cultural, artistic and educational events which affirm the lives of LGBTQ2A through activities which promote unity, inclusion and awareness of sexual and gender diversity.

www.PrideLondon.ca

The **Ability First Coalition** is a group of business professionals motivating and supporting employers to hire and retain persons with disabilities.

www.abilityfirst.ca

The **HireWesternU** campaign is designed to assist employers to grow their team with talent from Western University.

www.hirewesternu.ca

Fanshawe College can help employers find qualified employees by posting their job opportunities:

<https://www.fanshawec.ca/student-life/campus-services/employment/london-campus/career-services/employers-post-job-online>

London Economic Development Corporation (LEDC) is the lead economic development agency in London, Canada, and is a partnership between the City of London and the private sector.

<http://www.ledc.com>

London Chamber of Commerce is a politically independent, membership based, not-for-profit organization serving the local business community.

<http://www.londonchamber.com>

Employment Sector Council (ESC) has been a centre of innovation for the London area employment and training sector. More than 40 public and non-profit organization members collectively serve many thousands of employers and job seekers.

www.esclm.ca

A national centre of excellence for medical innovation and commercialization

Action Team Lead Coordinator:

Paul Paolatto - Western Research Parks

Vice-Lead:

Dr. Michael Strong - Schulich School of Medicine & Dentistry and
Dr. David Hill - Lawson Health Research Institute

Action Team # 5 Core Team Members:

Paul Paolatto - Western Research Parks;
Frank Angeletti (Co-Chair of the LMN Governance Council)
- Filion Wakely Thorup Angeletti LLP;
Paul Caplan - Business Community;
John Capone - Western University;
Michael Strong - Schulich School of Medicine & Dentistry;
Gillian Kernaghan - St. Joseph's Health Care;
Murray Glendining - London Health Science Centre;
Matt Brown - Mayor, City of London;
Martin Hayward - City of London;
David Hill - Lawson Health Research Institute

Objectives

- Develop a globally significant brand that will advance the growth of the city's cluster of healthcare research and enterprises
- Foster greater collaboration between the London Medical Network (LMN), local and regional economic development stakeholders and the city's business community
- Ensure the necessary infrastructure is in place to enable the attraction of new industry partners and healthcare enterprises

Why is it important?

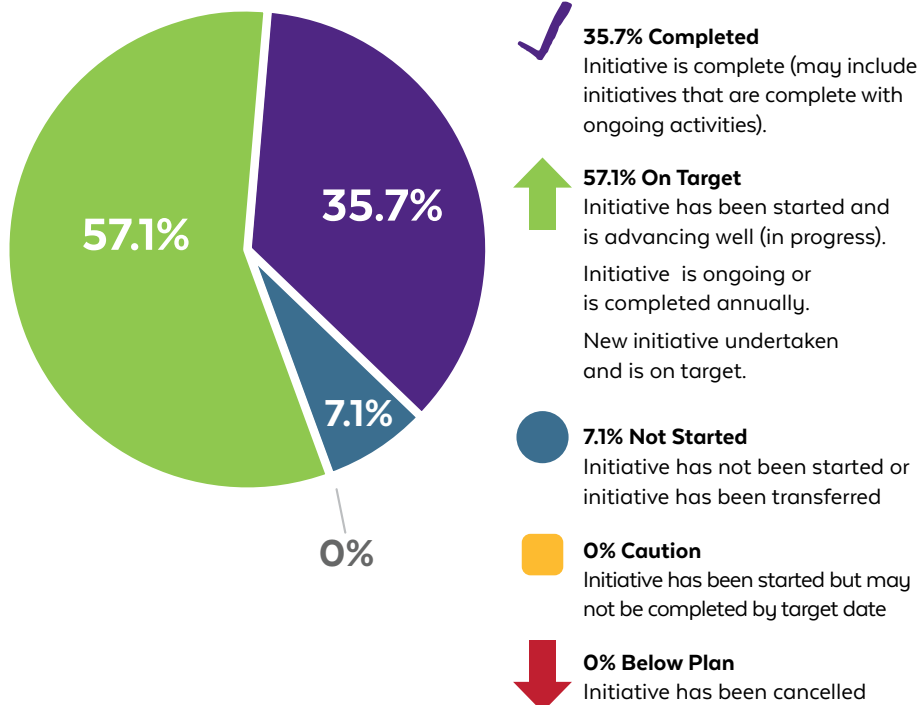
London's medical sector is one of the largest and most comprehensive in the country. London's medical and scientific sector specializes in a wide range of established and emerging areas of research excellence. With the formation of the London Medical Network (LMN), the City of London has the opportunity to be at the leading edge of global medical advances and applications that will advance local investment and industry growth in the healthcare sector for years to come.

AVAILABLE RESOURCES

In an effort to materially advance innovation and industry, London's health care leaders have united around a common purpose, to expand upon the community's extensive health care strengths and establish the London Medical Network; a cross-discipline, world-class enterprise that will initiate and translate medical discoveries into market-ready health care solutions, contributing to a healthier world and a wealthier local economy.

www.londonmedicalnetwork.ca

How is implementation progressing?



Economic Priority Update: November 2015-2016

- Over the past two years, leaders from across the city's health care community have collaborated on the creation and development of a globally-renowned medical innovation network that will focus on resolving some of the world's more challenging health care problems and then commercializing these advances for economic and social gain. To accomplish this vision, the London Medical Network (LMN) has developed a Strategic Plan. (completed with ongoing activities, sec. 1)
- Initial LMN (London Medical Network) governance, advisory and operating structure has been established (20 team members). Recognizing the broad and diverse nature of London's health care community, the London Medical Network and the leadership team that governs it must be structured in a manner that maximizes member engagement, strategic thinking, flexibility, and collaboration. The LMN also must be ruthless in focus and unwavering in its commitment to deliver on its economic development and social promise. However, the Network also must be mindful of each member's own organizational mission and operational mandates. To this end, the Network established a nine-member Governing Council (GC) comprised predominantly of experienced leaders from the medical sector, institutions, civic government and the private sector to lead the initiative. This virtual organization prepared the strategic plan and assumed responsibility for strategic oversight for the community's entire medical innovation initiative. (complete with ongoing activities, sec. 4).
- Founding partner Joint Venture Agreements have been executed (Western University, Lawson Health Research Institute, London Health Sciences Centre, and St. Joseph's Healthcare London). The Governing Council (GC) institutional members also entered into a Joint Venture Agreement (JVA) to ensure broad collaboration, and lend structure and credence to the decisions made by members on behalf of the Network. The JVA ensures that the GC serves as the nexus for the LMN's initiation, incubation, acceleration and maturation. It also ensures that all decisions are vetted collectively by London's health care leaders and are always made with the best interests of the Network and the community in mind. (complete with ongoing activities, sec. 7).
- Medical Innovation Community Investment Corporation (MEDCIC) has been established and funded. The Governing Council established a legally-incorporated Not-For-Profit entity called MEDCIC to serve as a holding company for the City's contribution to the Network and the investment arm of the LMN. Specifically, MEDCIC serves as a financial repository that receives and disperses public sector contributions that support Network initiatives. There is no internal operating team associated with the NFP, nor will the NFP hold any assets or intellectual property other than monetary. MEDCIC is governed by the GC, and supported by two Advisory

Committees comprised of nine business leaders and scientists who advise the GC on all MEDCIC investments. The combined oversight of both the GC and the Advisory Committees ensures that all investment decisions include: broad representation from across the community, fair consideration from seasoned leaders in the field, and complete objectivity when considering the Network's direction and investment priorities. (complete with ongoing activities, sec. 4).

- Banking, insurance, auditors have been secured. (complete with ongoing activities sec. 1).
- New London Medical Network agreement with the City has been approved and executed. (complete with ongoing activities, sec. 1).
- Western University has invested \$1.1 million of 1st \$10 million, year to date (14 full time employees). (in progress, sec. 1).
- Western University secured a \$66 million grant to support Brain research and commercialization. Western University's BrainsCAN initiative received a substantial \$66 million investment from the Canada First Research Excellence Fund (CFREF) – the largest research grant in the university's history – providing a significant boost to ongoing research in cognitive neuroscience and imaging at Western University. Western University will partner with researchers at McGill University, who also received CFREF funding, to leverage complementary expertise to better understand disorders such as Parkinson's, Alzheimer's, traumatic brain injury, and schizophrenia. The Canadian Institute for Advanced Research (CIFAR) is also a partner in this initiative. BrainsCAN's goal is to reduce the burden of brain disorders, which affect nearly 3.6 million Canadians, diminishing quality of life and creating an enormous burden on society and on our health-care system. (in progress, sec. 5).
- The London Medical Network has partnered with Renishaw plc. to develop a new 3D Health Solutions Manufacturing Centre in London. Commensurate with the formal launch of the Network, the establishment of MEDCIC, and the receipt of a \$10 million investment from the City of London, the GC has now turned its attention towards acquiring the infrastructure, technologies and talent necessary to implement Phase I of the Network's Strategic Plan and development of a world-class Musculoskeletal and Brain Health medical innovation cluster. To this end, the LMN has identified its first investment-worthy opportunity. Specifically, the LMN is looking to create a new research, development and commercialization centre called the LMN Additive Design in Surgical Solutions (ADEISS) Centre; the first centre in North America dedicated to the design, development and commercialization of medical instruments and surgical solutions through precise additive manufacturing. The ADEISS Centre is a unique partnership that brings together research, technical and business development teams from Western University, the Lawson Health Research Institute and UK-based Renishaw plc. to

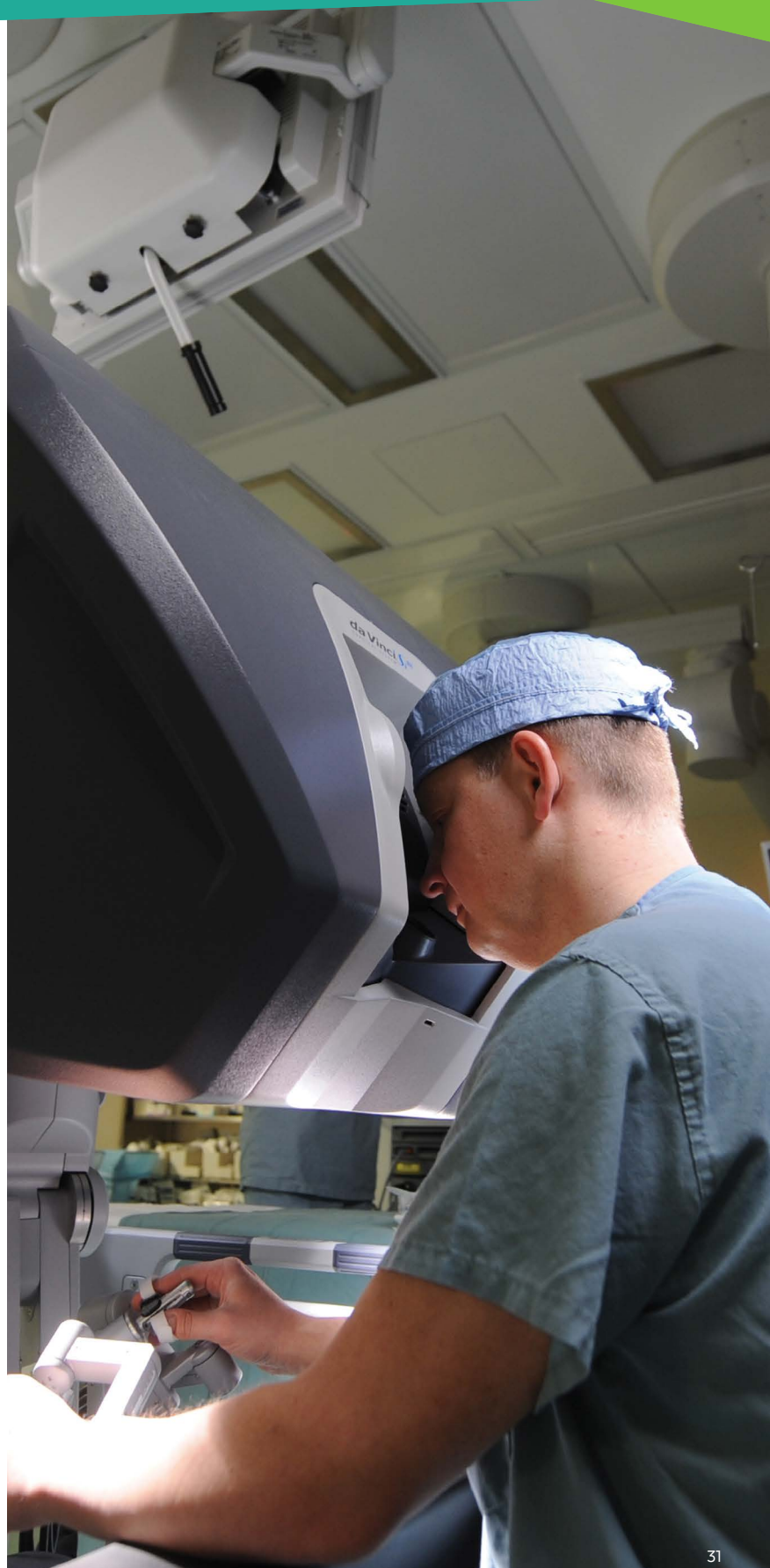
create innovative instruments and products that can be marketed to the dental, orthopedic and medical device sector throughout North America and around the world. Renishaw, a \$1 billion, 4,000-employee global leader in Additive Manufacturing (also known as “3D printing”) with an impressive track record of successfully creating high-precision products across a wide range of market sectors; has been searching for an opportunity to expand its presence in North America and specifically the North American health care sector. Renishaw has expressed considerable interest in building upon this opportunity in London because of the company’s long-standing partnership with London’s research community and its past collaborations, sharing product development and technical know-how. (in progress, sec. 5.1)

Desired Outcome:

To become a globally renowned leader in convergent medical research, innovation, and commercialization initiatives that materially improve the health, wealth, and prosperity of our community and the world around us.

Specific performance measurements over the next 10 years include:

- Complete Phase I development of London Medical Network Strategic Plan, valued at ~\$125 million (12x)
- Generate nearly 550 new long term jobs in research, industry and early stage companies
- Contribute an estimated \$40 million to the local economy annually
- Create an estimated \$60 million in indirect employment
- Develop a roster of medical advances for the 20 million Canadians and 1 billion people globally that suffer from musculoskeletal (MSK)/Brain impediments



This Community Economic Road Map is an important document which, through its implementation, can influence the economic success of the city. It acts as a source of ideas and inspiration for community action and collaboration. It has brought together London business and community organizations as well as Londoners to work together towards shared goals. It is intended to serve as a guide for the City and its community and business partners, and it is hoped that the partners align their priorities with the overall Road Map.

London's Community Economic Road Map is a working, living document that will continue to evolve as our community works together towards **"Growing our Economy"**.

**For more information and feedback opportunities
visit us at www.london.ca/CERM**

